



Agenda Item No. 1(D)6  
February 5, 2008

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## ANNUAL REPORT **2006/2007**

A faint, light-colored world map is visible in the background behind the title text.



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HON. NATACHA SEIJAS  
MIAMI-DADE COUNTY COMMISSIONER  
ITC CHAIR



October 22, 2007

Honorable Carlos Alvarez, Mayor  
Honorable Bruno A. Barreiro, Chair  
And Members of the Board of County Commissioners

Dear Mayor Alvarez, Chair Barreiro, and Members of the Board of County Commissioners:

On behalf of the Board of Directors and Staff of The Jay Malina International Trade Consortium (ITC), I am pleased to submit our Annual Report for the fiscal year ending September 30, 2007.

Our Board of Directors and Staff have worked exceedingly well as we developed new mechanisms and administrative processes to ensure maximum participation by Board Members in all aspects of our program. And, while the ITC Board and the Sister Cities Coordinating Council function primarily as advisory groups, every effort has been made to involve them in all aspects of our program with excellent results.

The ITC is now well known and highly respected in our trade community, and it has gained recognition both nationally and internationally as we continue to promote Miami-Dade County as a Global Trade Destination Center. We remain one of the few local governments in the U.S. that has developed and implemented a coordinated trade policy in conjunction with similarly related community agencies.

We have undertaken many programs and activities in support of our mission, and these are highlighted in this report. But, of particular interest are our ITC led missions abroad. This year we visited South Africa and our delegation consisted of, besides our private and public sector representatives, Commissioners Audrey Edmonson and Sally Heyman. Our very successful Sister Cities Mission to The Commonwealth of The Bahamas was led by Commissioner Dennis Moss. And, our recent mission to India this September was historic as well as trailblazing. It was the first ever by a local government to India, and the mission was conducted with the participation of Broward County's Economic Development Office.

I want to thank Mayor Carlos Alvarez, Chair Bruno Barreiro, and every Member of the Board of County Commissioners for their faith in our efforts and for their continued support. County Manager George Burgess has made it possible for the Aviation and Seaport Departments to join us as we brand Miami-Dade as a Global Gateway. The ITC Board and the members of the Sister Cities Coordinating Council deserve recognition and appreciation for their involvement and participation. Finally, my special thanks go to ITC Executive Director Tony Ojeda and his staff for their professionalism and excellent work. All of you have made our success possible.

Sincerely,

Natacha Seijas

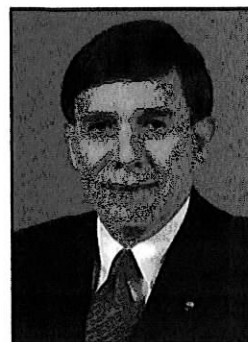


J.A. Ojeda, Jr.  
Executive Director  
STEPHEN P. CLARK CENTER, 111 N.W. 1<sup>st</sup> STREET  
SUITE 2560  
MIAMI, FLORIDA 33128  
Telephone (305) 375-5808 Fax (305) 679-7895





# Report of the Executive Director



HON. NATACHA SEIJAS  
MIAMI-DADE COUNTY COMMISSIONER  
ITC CHAIR

October 22, 2007

Honorable Carlos Alvarez, Mayor  
Honorable Bruno A. Barreiro, Chair  
And Members of the Board of County Commissioners

Dear Mayor Alvarez, Chair Barreiro, and Members of the Board of County Commissioners:

I am pleased to submit for your consideration, as required by Ordinance #02-225 §2-1505, the Annual Report for FY 06-07 of The Jay Mallina International Trade Consortium of Miami-Dade County (ITC).

This has been an incredibly exciting year for us at the ITC.

First, we met, and in most instances, exceeded the planned activities for the agency, and we implemented our program of service within our authorized budget allocation for the fiscal year as highlighted in this report.

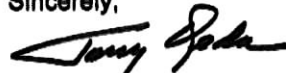
Second, we successfully involved the ITC Board and Sister Cities Coordinating Council and relevant stakeholders in planning for our resource allocations and in establishing ITC Board Committees to research and then select countries targeted for ITC led Business Development and/or Exploratory Missions. In the process we not only developed a stronger working relationship with these boards, but we also strengthened our program delivery system.

Third, with a long list of achievements we have solidified the position of our agency in the international trade community and with our colleagues in state and local governments as evidenced by the recognition given our agency by the visit of a high ranking member of the Office of the U.S. Trade Representative. Local trade organizations consult with us on trade policy matters, and we coordinate with them as well to plan on our visits to other countries. The recent tri-county mission to Canada organized by the Beacon Council is but a single example of this process.

Our recent missions to South Africa, the Commonwealth of the Bahamas, and India are also examples of our accomplishments in coordinating our ITC Trade Missions Program. The highlight of our visit to South Africa was our meeting with officials of South African Airways, where ITC along with other local economic development agencies presented a comprehensive report highlighting the need for direct air service between Johannesburg and Miami International Airport. And in our most recent trip to India, one of the fastest growing economies in Asia, we were welcomed by U.S. Ambassador David Mulford, as a first ever U.S. local governmental agency to visit that country.

Success is a result of hard work and effective leadership. I want to thank ITC Chair, Natacha Seijas, for her outstanding leadership and tireless support, and our policy boards that have devoted countless volunteer hours working with us bringing our plans to fruition. The Mayor, the County Manager, and the Board of County Commissioners have been most gracious in their support. Lastly, I want to also thank our highly professional and devoted staff without whose support and overwhelming enthusiasm none of these achievements would be possible.

Sincerely,

  
J.A. Ojeda, Jr.



J.A. Ojeda, Jr.  
Executive Director  
STEPHEN P. CLARK CENTER, 111 N.W. 1<sup>st</sup> STREET  
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## EXECUTIVE SUMMARY 2006 - 2007

Fiscal year 2006-2007 proved to be one of redefinition and refocusing in areas of programmatic accomplishments. The ITC consolidated its position as a leading agency in the area of international commerce in Miami-Dade, and indeed in South Florida at large. It redefined its mission in the region by its new brand, "Miami-Dade - Global Gateway".

Indeed ITC began to transcend the trade promotion mandate in the ITC Ordinance by the large profile it projected in representing Miami-Dade. It hosted top diplomats at the ambassador level and high ranking government officials at the foreign minister level from throughout the world. And when ITC missions traveled abroad, the missions were greeted by high level government officials. ITC participated for the first time in a tri-county mission to Canada, and the Broward County office of Economic Development for the first time joined the ITC mission to India.

ITC Chair Natacha Seljas reorganized the ITC Board of Directors, appointed new committee chairs, and with the support of the ITC Board established new processes for selecting countries targeted for ITC led business development missions.

The African Trade Initiatives Ad Hoc Committee and the Asian Trade Initiatives Ad Hoc Committee organized missions to South Africa and India respectively. In South Africa, the mission visited the cities of Johannesburg, Pretoria, and Cape Town; and in India, the cities of Mumbai and New Delhi. During these visits participants met with mayors, other government officials as well as representatives of key economic development organizations. Private sector participants also met with their counterparts and explored the opportunities for increased bilateral trade. The Sister Cities Coordinating Council organized a mission to the Bahamas, where participants met the Governor General as well as representatives from government, cultural, educational, and private sector officials from that country. These missions served to promote Miami-Dade County as a Global Gateway for trade.

For the first time the ITC conducted a "Fly-In Mission" to Washington, D.C. which was led by ITC Commissioner Natacha Seljas. That mission met with Senators Bill Nelson of Florida and Bob Martinez of New Jersey as well as with members of the Miami-Dade Congressional Delegation and with many executive branch officials.

With the support of ITC Chair, Commissioner Natacha Seljas, the Board of County Commissioners removed the Sunset Provisions of the ITC Ordinance, thus effectively preserving the agency's future role.

For the first time the ITC Board of Directors and the Sister Cities Coordinating Council held a joint retreat to develop the agency's first Strategic Plan for the Fiscal Year 2007-2008. Participants agreed that among the top priorities for the next fiscal year would be raising the community's awareness of the ITC and the Sister Cities Program; and promoting Miami-Dade County as an international trade and cultural gateway and enhancing opportunities for trade. The retreat helped shape the department's goals and its deliberations became part of the ITC proposed budget for Fiscal Year 07-08.

The Executive Director reorganized the ITC's Communications unit with the hiring of a new Communications Manager. The department then produced a new video DVD, new collateral materials, increased communications to the Board and Coordinating Council, and created a higher media profile locally and on the countries where missions were conducted. WorldCity Magazine published, in collaboration with ITC, the 2007 Miami Trade Numbers book for the ITC outlining the top 25 trade partners with Miami-Dade County.

The Executive Director hired a new Senior Sister Cities Coordinator, developed new program initiatives, and strengthened existing projects and activities. For the first time, the program participated in a Youth Summit in cooperation with the Miami Council of International Visitors, Miami-Dade College, and the Miami-Dade Public Schools System. The Arts Committee developed new programs and activities thus making this fifth year of the project the most successful ever. And, the program in collaboration with the Greater Miami Chamber of Commerce organized the first Consular Corps reception with the participation of most of the representatives of the local Consular Corps.

During this year ITC offered protocol services and hosted a record number of delegations and foreign dignitaries. Among the top officials hosted by ITC were the Pakistani ambassador to the United States and the Foreign Minister of Colombia.

As the fiscal year came to and end, ITC completed its first year since reorganization with a high degree of purpose and momentum, well focused on its future and able to respond to the day to day demands that go with being the key governmental international agency in a global community that grows more influential and more international each day.



ITC Board-Sister Cities Council Retreat, December 2006.



ITC Chair Commissioner Natacha Seljas welcomes Tiffany Moore, Assistant United States Trade Commissioner.

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# **Program Operations**

# TRADE MISSIONS PROGRAM

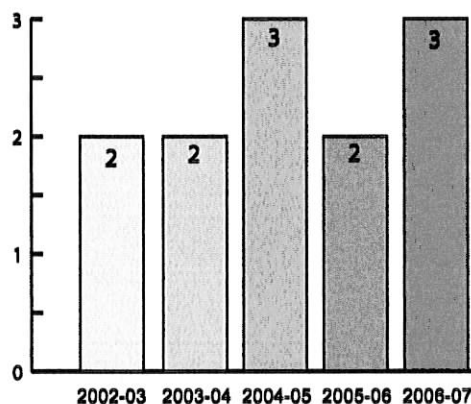
Trade is an important component of our local economy. According to WorldCity Magazine, a joint publication of WorldCity and ITC, the total volume of trade in U.S. Customs District 52, which encompasses South Florida, amounted to over \$72 billion, and this was only one of two Customs Districts in the United States that experienced a positive trade balance. Most of our trade is with our trading partners to the South. Of the total volume of \$72 billion, \$52 billion was trade with South America, Central America, and the Caribbean. Brazil remains our number one trade partner, but China is now number two. This volume of trade supports hundreds of thousands of jobs in our community with Miami International Airport and the Port of Miami as the two economic engines that contribute most directly to our trade generated employment.

ITC's goal is to promote Miami-Dade County as a Global Gateway for trade. Our principal objective is to emphasize our role as a platform for trade with the Americas, and our Trade Missions Program is at the very center of this objective. In support of this effort, ITC conducts two ITC led Business Development Missions abroad, and we support our Third Part Outbound and Inbound Missions Program, which funds local economic development organizations on a competitive basis to undertake trade missions abroad and to bring to Miami-Dade County visiting trade missions from other countries.

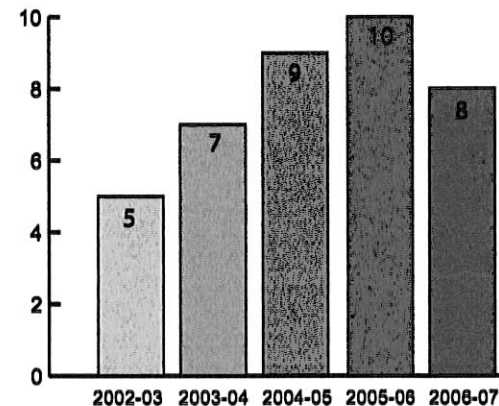
The 2006-2007 fiscal year was an important watershed for the ITC led Business Development Missions. With the leadership of Chair Natacha Seljas the process for selecting countries was strengthened with the participation of board members and trade community stakeholders. Four ad hoc committees carried out their mandate: the African Trade Initiatives Ad Hoc Committee; the Asian Trade Initiatives Ad Hoc Committee; the Europe and Middle East Trade Initiatives Ad Hoc Committee, and the Western Hemisphere Trade Initiatives Ad Hoc Committee. These Committees met throughout the year and established a process of country review to recommend to the ITC Board possible countries for ITC led missions abroad.

Two of the committees recommended that the ITC undertake two missions during the 2006-2007 fiscal year. The African Initiatives Ad Hoc Committee chaired by Bernadine Bush recommended a mission to South Africa, and the Asian Initiatives Ad Hoc Committee, chaired by Alex Gonzalez, recommended a mission to India. The Board of Directors reviewed their recommendations and approved these countries for ITC led Business Development Missions.

Trade Missions led by the Jay Malina International Trade Consortium including outgoing Sister Cities missions



Certified Incoming/Outgoing Third Party Trade Missions





## MISSION TO SOUTH AFRICA April 15th - 26th, 2007



In front are Commissioners Seljas, Edmonson and Heyman with the Mayor of Johannesburg Hon. Amos Masondo. Behind them is the rest of the ITC delegation.

The African Trade Initiatives Ad Hoc Committee, under the leadership of Bernadine Bush, recommended a mission to South Africa, and the ITC Board approved the Committee's recommendation to undertake a mission from April 15 to April 26, 2007.

The Business Development Mission to South Africa had four distinct objectives: 1) to acquaint relevant trade and local officials with our efforts to promote international trade and commerce with Miami-Dade as a platform for trade with the Americas; 2) to meet with appropriate officials as well as representatives of South African Airways (SAA) in an effort to regain a direct flight between Miami-Dade County, Johannesburg, and Cape Town; 3) to provide members of the private sector, who joined the mission, opportunities to meet their counterparts to secure additional business ventures; 4) and to engage the City of Cape Town in a sister cities affiliation with Miami-Dade.

Commissioner Natacha Seljas, ITC Chair, led the mission. Commissioners Audrey Edmonson and Sally Heyman also joined 16 other participants including the top trade, economic development, tourism and business organizations in the county, as well as representatives of the private sector interested in promoting trade with South Africa.

The highlight of the mission was the presentation made by the delegation to the leadership of South African Airways. This was the first ever community wide presentation promoting the reasons why South African Airways would find it economically beneficial to inaugurate direct flights to Miami International Airport. The delegation also met with government officials including mayors, members of state legislatures, and with top economic development organizations in Johannesburg, Pretoria, and Cape Town. Delegates also met with the U.S. Ambassador to South Africa, Mr. Eric Bost.

The Beacon Council representative and the representative of the Greater Miami Convention and Visitors Bureau signed memoranda of understanding with their counterparts in Johannesburg and Cape Town.

The Mayor of Cape Town, Helen Zille, signed a Declaration of Intent with Commissioner Natacha Seljas that will lead to a Sister Cities Affiliation agreement between that City and Miami-Dade County. The Board of County Commissioners approved on July 10, 2007 a resolution authorizing the affiliation with Cape Town. ITC is awaiting similar action by the City Council of Cape Town before Mayor Alvarez and Mayor Zille can sign the Affiliation Agreement.

The mission raised \$2,436 for the Trade Mission Center of the Americas Inc., the ITC owned non-profit entity.

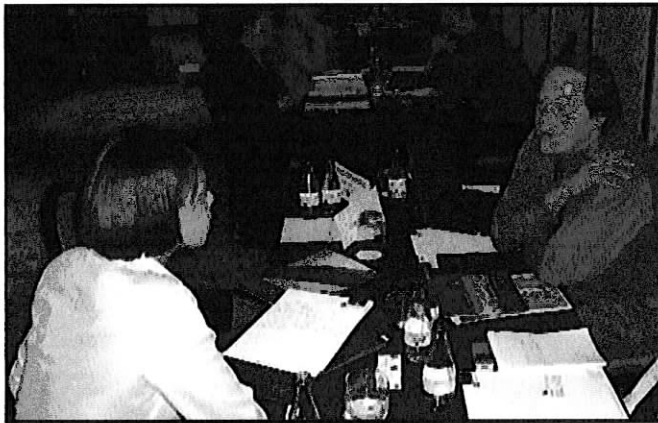
## MISSION TO SOUTH AFRICA April 15th - 26th, 2007



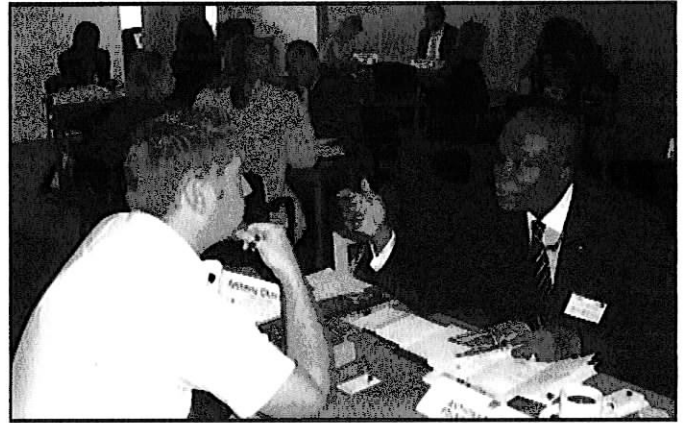
Commissioner Seljas with the Mayor of Cape Town Hellen Zille.



Executives of South African Airways Marc Cavallere and Phillip Bakker, with Commissioners Seljas, Edmonson, and Heyman.



Charita Allen, from the Beacon Council taking part in matchmaking events.



Anthony Okonmah, of the Foundation for Democracy in Africa taking part in matchmaking events.



Private sector members of the ITC delegation at the International Trade Bureau, "Permanent Show Case of South African Products".



## MISSION TO INDIA September 30 - October 7

The Asian Trade Initiatives Ad Hoc Committee under the leadership of Alex Gonzalez recommended a mission to India. The ITC Board of Directors approved the mission on March 26, 2007. ITC Chair Commissioner Natacha Seljas led a delegation of 14 people representing the public and private sectors. This was the first time that an ITC Mission had the participation of Broward County and its Economic Development Office.

The Mission to India was significant because it was the first time that the focus of an ITC mission was to "plant" the flag and brand Miami-Dade County as a platform for global trade in the Indian subcontinent. Specifically, the mission to India had the following objectives: 1) To highlight for India's burgeoning trade community, Miami-Dade County's role as a global gateway; 2) to highlight Miami-Dade County as an international trade hub of the Americas; 3) to promote Miami-Dade County's cultural diversity; and, 4) to explore ways to increase bilateral trade between Miami-Dade County and India.

The mission also broke ground on several levels. It was the first mission from a U.S. local government to India, a point that was reiterated by the U.S. Ambassador to India, Mr. David Mulford, who welcomed the Miami-Dade delegation to the U.S. Embassy. The mission participants met with Dr. Shubna Raul, the Mayor of Mumbai, which with 18 million inhabitants is one of the largest in the world. In New Delhi, meetings were held with the leaders of the National Capital Territory of Delhi.

The mission met with the most important economic development groups in Mumbai and New Delhi. They included economic development agencies, trade organizations, Chambers of Commerce and large enterprises. The Beacon Council explored ways to renew a Memorandum of Understanding with the Indian Federation of Chambers of Commerce and Industry (FICCI). ITC Chair Natacha Seljas extended an invitation to FICCI and to the Indo American Chamber of Commerce to bring a trade delegation to Miami-Dade next year. Private sector participants had numerous meeting with their private sector counterparts and explored new opportunities for increased bilateral trade.

The Mission raised \$2,948.35 for the Trade Mission Center of the Americas, Inc.



Pictured above from left to right: ITC Senior Trade Specialist Desmond Alufolah, ITC Executive Director Tony Ojeda, Commissioner Natacha Seljas, Mayor Shubna Raul, Mrs. Mirtha Gonzalez, Mr. Alex Gonzalez ITC Asian Trade Initiatives Ad-Hoc Committee Chair, and Mr. Raul.

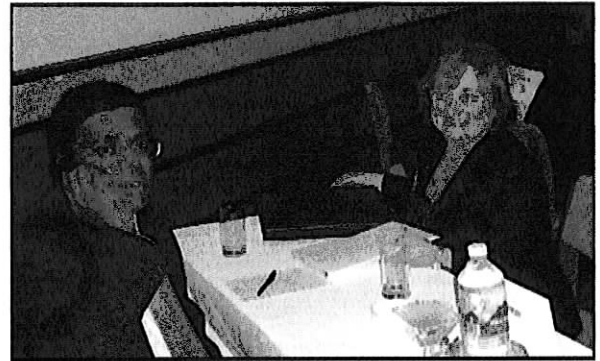


Commissioner Natacha Seljas and City of Mumbai Mayor Dr. Shubna Raul.

## MISSION TO INDIA September 30 - October 7



ITC Executive Director Mr. Tony Ojeda explains a point to mission participants during the pre-mission briefing.



Mr. P. Srinivas (left) Senior Commercial Specialist, U.S. Consulate General of Mumbai, meets with Ms. Deborah Wilkinson Global Business Development Manager for Broward County Office of Economic Development.



ITC Executive Director Tony Ojeda, Commissioner Natacha Seljas, and Principal U.S. Commercial Consul, Jim Cunningham.



Pictured above is a cross-section of participants at the Miami-Dade County Branding presentation hosted by FICCI.



Mr. Bill Johnson, Director Port of Miami, with his counterparts, Mr. Mohana Chandran, Chief Welfare Officer Mumbai Port Trust, and Mr. Guatam Dey, Deputy Docks Manager Container Terminal Mumbai Port Trust.



Ms. Silvia Unzueta president of Miami Trading Group (right) gets acquainted with a jeweler from India during the one-to-one matchmaking session.

## REGIONAL ECONOMIC DEVELOPMENT MISSION TO CANADA September 24 to 28, 2007

The ITC participated in the first South Florida regional economic development mission to Canada organized by the Beacon Council. Seeking to expand the investment footprint of Canadian companies in South Florida, the region's three major economic development organizations joined forces to conduct a five-day mission, September 24 through September 28, to the three major business centers in eastern Canada.

Beginning in Toronto before moving on to Montreal and Ottawa, representatives from the Beacon Council, The Business Development Board of Palm Beach County, and The Broward Alliance hosted business receptions and seminars on the opportunities for doing business in South Florida. They also conducted desk-side briefings for Canadian business media and met with corporate executives to make the case for expanding to the tri-county region. Mission participants also had many opportunities to meet with Canadian companies during networking events.

The Honorable Marcy Grossman, Consul General of Canada in Miami, joined the group during the Toronto segment of the mission. ITC Assistant Director Jimmy Nares represented the ITC and Miami-Dade County during the mission.

### ITC THIRD PARTY MISSIONS PROGRAM

During the 2006-2007 fiscal year ITC sponsored five outbound missions and three inbound missions. The number of inbound missions was reduced from prior years due in part to increasing limitations in the issuance of visas to the U.S. During the year the Third Party Outgoing Missions were eligible to receive grants up to \$3,000, and Third Party Incoming Missions \$2,000 per fiscal year. The application process for incoming was simplified at the recommendation of the ITC Board's Internal Management Committee. Additional changes to the Third Party Mission Program will be implemented in the next fiscal year.

#### Certified Outgoing Missions - 2006-2007

<b>Mission Organizer</b>	<b>Destination</b>	<b>Mission Dates</b>
Florida Foreign Trade Association	Ecuador	October 23-27, 2006
Colombian American Chamber of Commerce	Colombia	October 8-10, 2006
Haitian American Center	Haiti	October 8-13, 2006
Coral Gables Chamber of Commerce	Spain	February 17-25, 2007
PROCOMER	Costa Rica	September 11-14, 2007

#### Certified Incoming Missions - 2006-2007

<b>Mission Organizer</b>	<b>Destination</b>	<b>Mission Dates</b>
Florida Foreign Trade Association	Dominican Republic	November 12-16, 2006
Malaysia External Trade Development Corp.	Malaysia	April 10, 2007
Florida Foreign Trade Association	Caribbean	June 24-29, 2007

### ITC TRADE DATABASE

With the assistance of a grant of \$30,000 from Commissioner Seljas' District Office, ITC expanded its database capacity, and the department has used this information as an important tool for providing information on Miami-Dade business involved in international trade. The database comprises more than 37,000 businesses, economic development organizations and trade offices registered in Miami-Dade County. It allows crucial links to be made between those local and foreign businesses and trade development offices from around the world, thus increasing the opportunities for trade. During the 2006-2007 fiscal year the database was significantly expanded, almost doubling its size, and it was enhanced by refining its contents. The services provided increased considerably as the unit provided tailored reports to businesses, trade offices and consulates requesting information.



## DATABASE MATCHMAKING ACTIVITY FY 2006-2007

<b>Date</b>	<b>Organization</b>	<b>Event</b>	<b>Contacts Referred</b>
December 2006	Canadian Consulate	Matchmaking for plastics	223
February 2007	Guatemala Trade & Investment Office; Consul of Uruguay, "Motor Deals" local business	Inbound Trade Mission; Seminar on "Tourism & Investment"; Trade with Colombia	1,080
March 2007	EFI Southern Africa; Port of Miami	Inbound Trade Mission; County export initiative	574
May 2007	Miami Herald; Paraguay & Costa Rica Trade Offices	Trade with China newstory; Fispal Taste Latino 3	1,613
July 2007	ProChile	Meetings with Cosmetic & Beauty companies	205
August 2007	Argentina Trade Office; Tarracom Cellular Solutions (Nigeria)	Meetings with IT, Computer, & Software companies; Matchmaking with wireless handset suppliers	1,178
September 2007	National Association of Hispanic Publications; Trade Office of Canary Islands; Port of Miami	Trade/Networking Event for trade with China; Trade promotion for tourism industries; data referral of companies trading with India	3,531
			<b>8,404</b>

## DATABASE RECRUITMENT/OUTREACH ACTIVITY FY 2006-2007

<b>Date</b>	<b>Organization</b>	<b>Event</b>	<b>Contacts Referred</b>
December 2006	ITC	Save the Dates Outbound Mission to South Africa	325
March 2007	OPIC	"Expanding Horizons Workshop"	325
April 2007	ITC; ITC/Department of Business Development	Outbound Mission to South Africa; "Opportunities in International Trade" workshop with DBD	2,729
May 2007	Sister Cities; ITC; Export/Import Bank; CAMACOL; UM Center for Hemispheric Policy	Outbound Mission to Bahamas; Save the Date Outbound Mission to India; "Exporting to Africa" seminar; 28th Hemispheric Congress of Latin Chambers of Commerce and Industry; "Argentina's Economic Outlook"	2,478
July 2007	ITC	Outbound Mission to India	5,360
August 2007	India-US Chamber of Commerce	"India Days"	379
September 2007	US Commercial Service	"Essentials of US Export and Technology Controls"	379
			<b>11,975</b>

## MARKETING & OUTREACH

With Marketing and Outreach as one of the primary objectives for development identified by the Board of Directors, there was much to accomplish. And indeed the unit moved forward in implementing initiatives that contributed to the overall higher profile of ITC among its peers as the fiscal year concluded.

One of the key initiatives was to develop the new brand for the ITC, Miami-Dade - Global Gateway. That new brand also included a redesigned logo that incorporated a modern globe around the traditional look of the old logo. Around that new look the collateral materials, including a new brochure and a new cover folder were redesigned with input from staff.

One of the key accomplishments was the successful roll out of a new ITC DVD video in three languages. The video has been acclaimed by peer agencies in the economic development community and by international audiences when shown abroad. The unit published a record 10 editions of The Global Trader, five of them with added pages and increased coverage of trade issues. The e-mail distribution of the ITC newsletter, The Miami-Dade Global Trader, has been increased manifold to more than 1,800 recipients.

The ITC website was redesigned and was updated constantly to keep it current and an attractive destination for users of the web. The results were gratifying. The website registered a total of 1.2 million hits during the fiscal year. They came from 34,851 visitors. Of those, 8,174 were repeat visitors of the website. An interesting number is that there were 3,363 hits on the ITC website every day.

ITC sponsored the publication of the Miami Trade Numbers with WorldCity magazine, as has been customary. That publication continues to be the most important source for trade statistics for our region. As part of improving internal communications the department launched the weekly updated ITC Highlights which is distributed to the Board, the Coordinating Council and the staff. (See charts below).

Media coverage in local publications such as The Miami Herald, Miami Today, El Nuevo Herald, Diario Las Americas and the South Florida Business Journal was positive. At the end of the fiscal year ITC had been in contact with media representatives constantly during the year and ITC representatives were interviewed a dozen times by radio, print and TV media in South Florida as well as in the countries where missions were conducted.

There was also international media exposure during the trips to South Africa and to India. Leading financial media in those countries covered the missions. This was accomplished with the issuance of press releases through PRNewswire, reaching media in the countries targeted by missions and in international websites in Europe and through Asia. In turn, for the first time ITC missions received advanced publicity.

The department published three quarterly reports and the 2005-2006 Annual Report.

The entire staff stepped up to increase public exposure of the ITC with greatly increased participation in events, more than easily doubling last year's. The Consular Corps Reception as well as participation in economic development functions and attendance at seminars, conferences, and workshops, created a high degree of recognition for the ITC.

Hit Summary To ITC Website	
Successful Hits for Entire Site	1,227,547
Average Hits per Day	3,363
Home Page Hits	14,261

Visitor Summary To ITC Website	
Visitors	34,851
Visitors Who Visited Once	26,677
Visitors Who Visited More Than Once	8,174
Average Visits per Visitor	2.17

**THE MIAMI GLOBAL GATEWAY**

ITC MIAMI GLOBAL GATEWAY

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ITC MIAMI GLOBAL GATEWAY

**SECOND QUARTERLY REPORT**  
January - March 2007

**THIRD QUARTERLY REPORT**  
April - June 2007

## Finanzas

### Alvarez busca impulsar Comercio Internacional

**Por Gerardo Velázquez**

El gobernador de la provincia de Córdoba, Carlos Álvarez, busca impulsar el comercio internacional de la provincia a través de la creación de una oficina de comercio internacional en la ciudad de Córdoba.

Alvarez, quien es ministro de Economía y Finanzas de la provincia, dijo que la oficina tendrá como objetivo atraer inversiones extranjeras y promover el comercio internacional de la provincia.

La oficina se creará dentro del marco de la Ley de Promoción del Comercio Exterior de la provincia, que establece la creación de una oficina de comercio internacional en cada una de las provincias argentinas.

## Miami business body invites SA to boost trade

**Charles Basso**

Cape Town - A trade delegation from Miami-Dade County is headed for South Africa, where it will meet with officials from the Cape Town International Airport to boost trade and improve links between the two countries.

The delegation, organized by the county government's trade agency, ITC, has visited Johannesburg and Cape Town to explore trade opportunities between the two cities.

Miami-Dade County is one of the most important trade partners of South Africa, and the county is looking to expand its trade relationship with the country.

## Malina trade center to host April mission to South Africa

**By Rick Peltier**

The Malina International Trade Center, a Miami-Dade County trade agency, will host a trade mission to South Africa in April.

The mission, led by Miami-Dade County Commissioner Belkis Velazquez, will include a visit to the Cape Town International Airport and a meeting with officials from the airport.

The mission is part of a larger effort by the county to expand its trade relationship with South Africa.

## Miami-Dade busca ampliar sus fronteras comerciales

**Gerardo Velázquez**

Miami-Dade County is looking to expand its trade relationship with South Africa through a trade mission to Cape Town in April.

The mission, led by Miami-Dade County Commissioner Belkis Velazquez, will include a visit to the Cape Town International Airport and a meeting with officials from the airport.

The mission is part of a larger effort by the county to expand its trade relationship with South Africa.

## SUNSHINE BRIEFS

### BUSINESS DEVELOPMENT

#### Officials from Miami-Dade to travel to South Africa

Business and government officials from Miami-Dade will be traveling to South Africa in April for a trade and business development mission.

## MONDAY, OCTOBER 1, 2007

# BUSINESS MONDAY

### INTERNATIONAL BRIEFS

#### TRADE DELEGATION HEADS TO INDIA

Miami-Dade County is sending a trade delegation to India in October.

#### BOATING ENTERPRISE FLORIDA TO ATTEND BOAT SHOW

Enterprise Florida will attend the Boat Show in Fort Lauderdale.

## Youth Summit on Citizen Diplomacy

**April 11, 2007**

The Youth Summit on Citizen Diplomacy is a program that encourages young people to become active citizens and leaders in their communities.

## WHAT IS IT?

ITC Miami Global Gateway is a trade agency that helps businesses expand their international trade.

## MIAMI-DADE GLOBAL GATEWAY

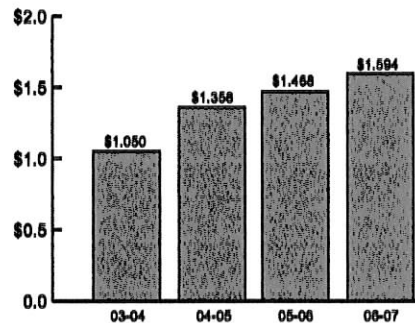
The Joy Malina International Trade Consortium of Miami-Dade County, Florida



## ADMINISTRATION & FINANCE

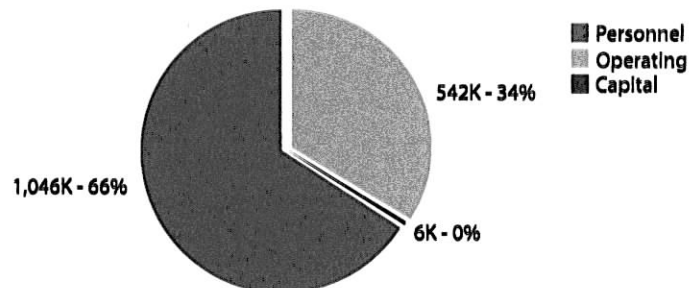
For Fiscal Year 2006-2007 (FY 06-07), the Board of County Commissioners authorized a budget of \$1.594 million to support ITC operations. Of this amount, \$1.199 million was allocated from the General Fund and Carryover, \$295,000 from Seaport revenues, and \$100,000 from the Greater Miami Convention and Visitors Bureau. This budget allocation was significantly higher than the allocations for FY 03-04 (\$1.050 million), FY 04-05 (\$1.358 million), and FY 05-06 (\$1.468 million) as outlined in the chart below:

**Departmental Budgets Allocations  
(in millions)**



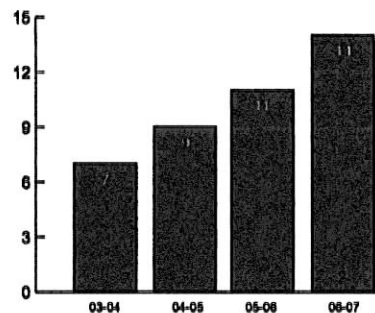
The FY 06-07 budget of \$1.594 million included \$1.046 million for personnel expenditures; \$542,000 for operating costs; and \$6,000 for capital, as detailed in the chart below:

**Approved ITC Budget For FY 06-07  
(\$1.594 Million)**



The Budget also authorized the department to fill eleven full-time employees, and three part-time employees in FY06-07 (14 total). The chart below, details staff growth since FY 03-04:

**ITC Staffing Levels\***



\* Above includes two (2) part time staff members in FY05-06 and three part time staff members in FY06-07.

**BUDGET VARIANCE SUMMARY**

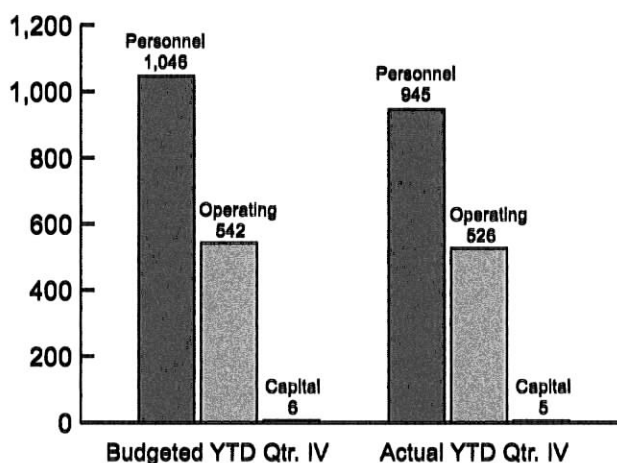
**Operating** expenditures in FY 06-07 were lower than budgeted (\$526,000\* vs. \$542,000) or 3% lower than budgeted. This variance is not significant and the \$526,000 includes encumbrances for 2 projects which began in FY 06-07, but will be completed during FY 07-08.

**Personnel** expenditures in FY 06-07 were 90% of the department's annual budget for this category (\$945,000 vs. \$1.046 million), or 10% lower than budgeted. This variance was primarily due to position vacancies and attrition during the fiscal year.

**Capital** expenses for the same period were 17% lower than budgeted (\$5,000 vs. \$6,000). This variance is insignificant considering the small allocation for capital.

As a result of the normal operations over the fiscal year, overall actual expenditures (\$1.475 million) were 7.5% lower than budgeted for the year (\$1.594 million). As mentioned above, actual vs. budgeted expenditures for the fiscal year in the three categories of: Personnel, Operating, and Capital are outlined in the chart below:

**FY 06-07 Year-to-Date Quarter IV Analysis  
ACTUAL vs BUDGETED (In Thousands)**

**Board Activities**

ITC staff works closely with, and provides staff support to the two citizen policy boards appointed by the Mayor, the Board of County Commissioners, relevant trade organizations, and the members of the Sister Cities Coordinating Council. These Boards are:

- The Jay Malina International Trade Consortium (ITC Board)
- The Miami-Dade Sister Cities Coordinating Council (Sister Cities Council)

These policy boards meet on a bi-monthly basis, and their respective standing and ad hoc committees meet on the alternate bi-monthly dates; although committee meetings may occur more frequently. ITC staff schedules the meetings, prepares meeting agendas with support documents, distributes agendas to the respective boards and committees, calendars the meetings for compliance with sunshine requirements, prepares minutes, and implements policy and project activities as required. These activities are staff intensive and require the almost total involvement of the ITC staff.

ITC Chair, Commissioner Natacha Seljas restructured the ITC Board of Directors, established new processes for board administration, and appointed new committee chairs to ensure maximum participation by board members and involvement of community stakeholders. The Board committees are:

- Executive Committee – Commissioner Natacha Seljas, Chair
- African Trade Initiatives Ad Hoc Committee – Bernadine Bush, Chair
- Asian Trade Initiatives Ad Hoc Committee – Alex Gonzalez, Chair
- Europe and Middle East Trade Initiatives Ad Hoc Committee – Walter Loy, Chair
- Western Hemisphere Initiatives Ad Hoc Committee – David Pena, Chair
- Global Affairs Committee – Dwayne Wynn, Chair
- Budget and Finance Committee – Rick Zelman, Chair
- Internal Management Committee – Jose Luis Castillo, Chair

The Foundation for Democracy in Africa named Sonny Wright as its representative to the ITC Board bringing the total number of Board members for Fiscal Year 06-07 to thirty.

In recognition of the agency's achievements, the Board of County Commissioners removed the Sunset provisions of the ITC Ordinance on January 25, 2007. The action of the Commission ensures the permanency of the agency and strengthens its position in the international trade community.

For the first time, both the ITC Board of Directors and the Sister Cities Coordinating Council jointly participated in a Board Retreat during the month of December, 2006 to establish goals, objectives, and activities for Fiscal Year 2007-2008. ITC staff and board members jointly discussed and recommended program priorities.

Both the African Trade Initiatives Ad Hoc and the Asian Trade Initiatives Ad Hoc Committees met and for the first time, with the participation of community stakeholders, recommended to the ITC Board the selection of South Africa and India as countries to be targeted for ITC led Business Development Missions. The Budget and Finance Committee together with ITC staff developed the proposed budget for fiscal year beginning October 1, 2007 which incorporated the recommendations of the Strategic Plan adopted by the Board in January of 2007. The Internal Management Committee recommended changes for funding Third Party Missions and to the ITC Ordinance.

The Sister Cities Coordinating Council approved the first ever mission to the Commonwealth of the Bahamas, recommended participating in the first Youth Summit, and participated in the planning and organization of the 5th Annual Art Exhibit. For the first time, the program in cooperation with the Greater Miami Chamber of Commerce sponsored the First Consular Corps reception with the participation of most of the members of the Corps.

Mayor Carlos Alvarez appointed Commissioners Barbara Jordan, Dorrin Rolle, Sally Heyman, Chairman Bruno Barreiro, Rebeca Sosa, Carlos Gimenez, Katy Sorenson, and Dennis Moss as Honorary Chairs for various of our sister cities affiliations. With these appointments, the Mayor once again provided an avenue for greater participation and involvement of County Commissioners in our citizen diplomacy efforts.

In addition to the funds allocated by the Board of County Commissioners for the operations for the ITC's programs and activities, the agency has access to other non-County funds as determined by ordinance, or by resolution. The ITC Trust Account was created by County ordinance in 2006; the Trade Mission Center of the Americas, Inc. (TMC) is a non profit corporation operated by the ITC Board. The Sister Cities Trust Account was set up by County resolution when the Sister Cities program was first established. The table below represents an accounting of the funds in each of these activities:

### ITC AND SISTER CITIES NON-COUNTY FINANCIAL ASSETS Balance Sheet at September 30, 2007

ITC Trust Fund Account*:	\$114,292
Trade Mission Center of the Americas, Inc.**:	\$22,739
Sister Cities Trust Fund Account***:	\$27,156
<b>Total Financial Other Assets:</b>	<b>\$164,187</b>

\* ITC Trust Fund - A trust fund account for the ITC was established in October 2006, in accordance with the recommendations of an audit, so that funds could be transferred from the Trade Mission Center of the Americas back to the direct control of the ITC. The funds held in the newly established trust fund are to be used solely for the following activities: marketing and promotions, including special protocol gifts; conferences; workshops, and events; receiving and hosting visiting dignitaries and trade missions; ITC led missions abroad; and for ITC Board of Directors' retreats.

\*\* Trade Mission Center of the Americas, Inc. - Funds to be used for activities that support trade as approved within the annual approved budget of the TMC Board, or as otherwise approved by the TMC Executive Committee.

\*\*\* Sister Cities Trust Fund Account - Created by County resolution; funds are to be used as approved by the Sister Cities Coordinating Council to support Sister Cities activities.

The three accounts mentioned above can receive private sector funding.

**ITC Board Meetings 2006-2007**

<b>ITC BOARD MEETINGS</b>	<b>DATES HELD</b>
ITC Board of Directors 6 Meetings	October 11 December 2 February 14 April 11 July 11 September 12
Sister Cities Coordinating Council 6 Meetings	October 19 January 11 March 15 May 17 July 26 September 20

**ITC and Sister Cities Committee Meetings 2006-2007**

<b>COMMITTEE MEETINGS</b>	<b>DATES HELD</b>
ITC Executive Committee: 4 Meetings	October 18, November 8, January 10, August 8
ITC Budget & Finance Committee: 3 Meetings	January 25, February 21, August 8
ITC Internal Management Committee: 3 Meetings	March 14, June 26, September 25
ITC Global Affairs Committee: 2 Meetings	February 26, May 10
African Trade Initiatives Ad Hoc Committee: 2 Meetings	December 13, February 21
Asian Trade Initiatives Ad Hoc Committee: 4 Meetings	February 12, February 28, March 12, March 26
European and Middle Eastern Trade Initiatives Ad Hoc Committee: 3 meetings:	May 10, July 12, August 9, August 20
Western Hemisphere Trade Initiatives Ad Hoc Committee: 4 meetings:	March 21, May 17, May 24, August 13
Sister Cities Bahamas Committee: 3 meetings:	March 8, March 14, March 21
Sister Cities Art Committee: 3 meetings:	February 22, March 20, May 17
Sister Cities Gala Committee: 2 meetings:	August 21, August 28
Sister Cities Relationship Committee: 1 meetings:	April 19

## SISTER CITIES

The Sister Cities section expanded its outreach activities significantly with the hiring of a new Senior Sister Cities Coordinator, Adam Peters in 2007. The program reached out to people in the community with new programs and took an active role in developing youth-related activities, a core component of the Sister Cities International mission. By continuing to promote citizen diplomacy, the program also created renewed enthusiasm among its citizen volunteers. During the Fiscal Year Mayor Carlos Alvarez named two new Sister Cities Coordinating Council members: Carolina Sivoli and Charles Gibson. And the Coordinating Council named Judge Margarita Esquiroz, J.C. Alexander, of the Latin Chamber of Commerce, Malou Harrison of Miami-Dade College, and Corinna Moebius of Imagine Miami, to fill at-large vacancies in the Council.

For the first time the Sister Cities program hosted a Youth Summit in Citizen Diplomacy on April 18, 2007 in cooperation with Miami Dade College, the Council of International Visitors, and the Miami-Dade School System. More than 150 eleventh grade students from local high schools became diplomats for a day and learned how world events and issues are shaped. By exposing the next generation of citizens to global events Sister Cities seeks to further their responsibility as members of the global community.

The Fifth Annual "Miami-Dade Celebrates the Arts of Its Sister Cities" opened at the Tower Theater September 14 and ran for one month. The Coordinating Council Committee on the Art Exhibit Chaired by Norma Amaro organized the event. A record number of 33 artists participated and exhibited their art which was selected by a panel of Sister Cities Council members. More events such as seminars, workshops and youth-related events were held this year. And just as the Youth Summit did, this event enhanced the working relationship of Sister Cities with Miami-Dade College, which operates the Tower Theater and actively participated in the event. An indication of the increasing importance of the Art Exhibit is that a record number of foreign consuls attended the opening ceremony. The Art Exhibit netted a profit of \$1,733.68 for the Sister Cities Trust Account. And the Program awarded a \$1,500 scholarship to Deldre Thomas, a student at Miami-Dade College.

The Program participated in the Sister Cities International 51st Anniversary Conference held in Ft. Lauderdale on July 19. It hosted a panel in which ITC Executive Director Tony Ojeda participated. Titled "Focus on Latin America", the panel received considerable peer recognition. Sister Cities Chair Walter Loy chaired the panel which also consisted of representatives of the U.S. Southern Command, and Enterprise Florida. Over 100 delegates from throughout the United States participated.

On March 13, 2007, the ITC jointly with the Greater Miami Chamber of Commerce hosted a reception for Miami-Dade's Consular Corps. The main speaker was Admiral Jim Stavridis, Commander, U.S. Southern Command; and Hon. Carmenza Jaramillo, Consul General of Colombia and Dean of Miami-Dade County's Consular Corps also addressed the audience. The event was held at the Banker's Club.



At the Sister Cities Art Exhibit, from left to right: Walter Loy, Chair of the Miami-Dade Sister Cities program; Dr. Jose Vicente, President of the Miami Dade College North Campus; Deldre Thomas, the Miami Dade College student receiving the Sister Cities scholarship; Malou Harrison, Dean of Students, Miami Dade College North Campus; Norma Amaro, Chair of the Miami-Dade Sister Cities Arts Committee; Dr. Gina Cortes-Suarez, Interim Campus President of the Miami Dade College InterAmerican Campus; Tony Ojeda, Executive Director of the ITC, and Adam Peters, Senior Coordinator of the Miami-Dade Sister Cities program.



## MISSION TO THE BAHAMAS June 27 - June 30

In pursuit of its goals to promote citizen diplomacy, the Sister Cities program organized and conducted a mission to the Commonwealth of the Bahamas. Miami-Dade County Commissioner Dennis Moss, who was instrumental in forming the Miami-Dade County's Sister Cities affiliation with the Bahamas in 1995 and serves as Honorary Chair of the Sister Cities Bahamas Committee led a Goodwill and Business Development Mission June 27 - June 30, 2007.

Planning for the mission began with the Sister Cities Bahamas Mission Committee, chaired by Charles Gibson, who worked to develop a proposed agenda for the trip. After meeting with Bahamian officials at the Consulate General of the Bahamas in March, Sister Cities staff began planning the specifics of the trip working with Bahamian Consul General Alma Adams and Consul Sandra Carey to develop the formal agenda. The purpose of the mission was to reaffirm the close cultural and economic ties that exist between the residents of Miami-Dade County and the citizens of the Bahamas.

In Nassau, mission delegates met with His Excellency, Arthur Hannah, Governor General of the Bahamas and with other high level Bahamian government officials. There was an intense schedule of meetings that included government, economic, educational and cultural institutions. Working closely with the Bahamas Chamber of Commerce in Nassau, Miami-Dade business representatives traveling with the mission met with their counterparts in a series of matchmaking meetings that explored opportunities for enhanced commercial activities with the Bahamas.

At a meeting with government officials at the end of the mission, Commissioner Moss announced that a scholarship in the amount of \$1,500.00 would be offered to a Bahamian student in Miami-Dade County to attend Miami Dade College.

The mission raised \$ 4,793 for the Sister Cities Trust Account.



From left to right: The Hon. Consul General of the Bahamas in Miami-Dade, Alma Adams, His Excellency Arthur Hannah, Governor General of the Commonwealth of The Bahamas and Commissioner Dennis C. Moss.



Members of the Miami-Dade delegation, members of the Bahamian government and invited guests pose with His Excellency Arthur Hannah, Governor General of the Commonwealth of The Bahamas.



## CONFERENCES, WORKSHOPS, EVENTS and PROTOCOL SERVICES

In furtherance of our mission to promote Miami Dade as a Global Gateway and to increase our outreach to relevant trade organizations in the community, ITC Board members and staff participated in numerous sponsored events, workshops and seminars, and provided protocol services for visiting dignitaries. Many of these events took place after regular business hours, often on week-ends. The charts below summarize these events:

### Sponsored Events

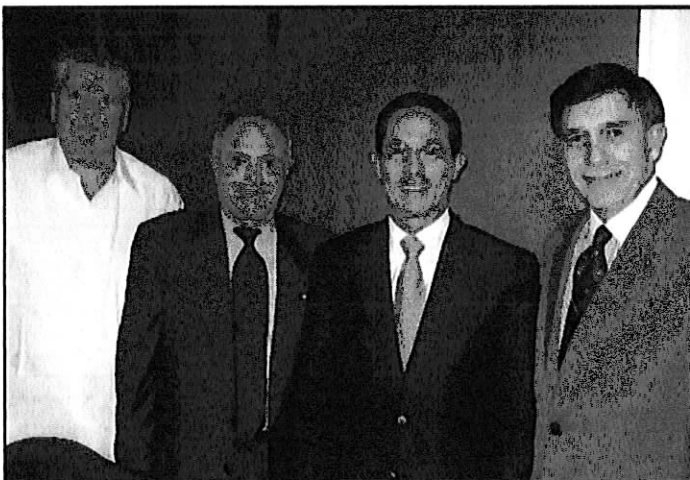
Organization	Activity	Date
Florida Foreign Trade Association	Peru Luncheon, American Chamber of Commerce, Peru and trade mission.	October 3, 2006
Sister Cities Program	African Diaspora Night - part of the Sister Cities Art Exhibit.	October 4, 2006
Mayor's Office of Film and Entertainment	Partially sponsored ImaginAsian 3	October 23, 2006
Miami Council for International Visitors (MCIV)	Annual Meeting and Installation Ceremony - Desmond Alufahal, ITC Trade Developer, installed as new Board Member	October 26, 2006
ITC	Trade Mission Application Workshop	November 30, 2006
Caribbean Central American Action (CCAA)	The 29th Annual Conference in Miami	December 4-6, 2006
World Trade Center	State of the Ports Address 2007	February 7, 2007
Canadian Consulate General in Miami	Visit of the Canadian Ambassador to the U.S. to Miami	February 8, 2007
Beacon Council	Beacon Awards Dinner	February 28, 2007
Greater Miami Chamber of Commerce and Sister Cities Council	Consular Corps Reception	March 13, 2007
Malaysia External Trade Development Corporation	Conference on Malaysia - USA Business Opportunities	April 10, 2007
ITC-Sister Cities, Miami-Dade Public Schools, Miami Dade College and Miami Center For International Visitors	Youth Summit	April 18, 2007
Center for Hemispheric Policy / University of Miami	2nd Annual Conference on Latin America	April 19, 2007
Miami-Dade County Dept. Of Bus. Development/ITC	Workshop on Opportunities in International Trade	April 27, 2007
Foundation for Democracy in Africa	2nd US - Africa Air Transportation Summit	June 6-8, 2007
Port of Miami	Briefing for Port Stakeholders	June 6, 2007
Ecuadorian Consulate	Ecuador's Independence Celebration	August 10, 2007
Brazilian Consulate General	A reception for a Brazilian Navy School Ship, promoting culture and tourism	August 10, 2007
Colombian American Chamber	Luncheon honoring Colombian Consul General Gamenza Jaramillo, dean of Of the Consular Corps.	August 23, 2007

## Sponsored Events

Organization	Activity	Dates
ITC	India - U.S. Chamber of Commerce Meeting	September 4, 2007
WorldCity	Miami Trade Numbers Unveiling Event	September 11, 2007
Florida District Export Council	Export Seminar	September 12, 2007
India - U.S. Chamber of Commerce	India Days Event	September 12-14, 2007
UM Center for Hemispheric Policy	Reception for Dominican Republic President Leonel Fernandez	September 17, 2007
Foundation For Democracy In Africa	10th Annual AFRICANDO Symposium	September 22, 2007

## ITC Trade-Related Workshops

Organization	Activity	Dates
ITC/Greater Miami Chamber Of Commerce	US-India Business Forum	November 17, 2006
ITC	Third Party Mission Certification Workshop	November 30, 2006
ITC	Pre-Mission briefing for ITC Business Development Mission to South Africa	April 10, 2007
ITC	Pre-Mission Briefing for Sister Cities Cultural and Business Development Mission To the Commonwealth of the Bahamas	June 21, 2007
ITC	Pre-Mission Briefing for ITC Exploratory Mission to India	September 18, 2007



The Minister of Foreign Affairs of Colombia, Fernando Araujo, visited Miami-Dade in August and was hosted by the ITC. Pictured are, left to right, Bill Johnson, Director of the Port of Miami; José Abreu, Director of the Miami-Dade Aviation Department; Colombian Foreign Minister Araujo, and Tony Ojeda, ITC Executive Director.

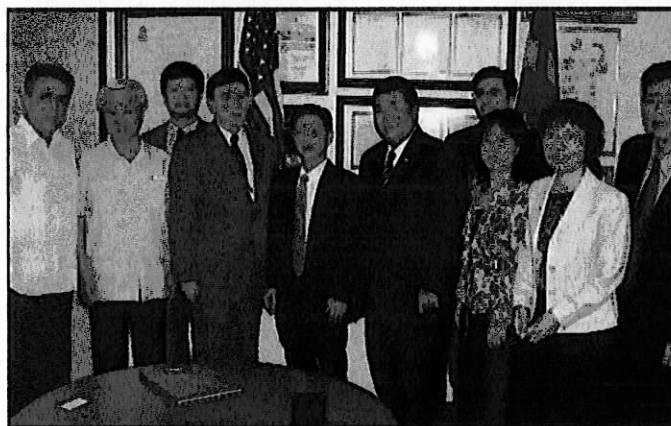
## Participation and Support

Organization	Activity	Date
Guatemala Trade Office in Miami and the American Chamber of Commerce in Guatemala	Participated in Guatemala Investment Forum held at the Hotel Real Intercontinental, Guatemala City.	October 5, 2006
Broward Alliance	Attended 2006 Annual Meeting.	October 18, 2006
Miami International Airport	Korean Air Cargo Reception and Dinner in honor of Ken Choi, President, Korean Air Cargo, and to celebrate its new Seoul/Miami service.	October 25, 2006
The Florida Governor's Office of Tourism, Trade, and Economic Development	Attended Special Press Conference on the Florida-Haiti Initiative, and the Unveiling of a New Partnership with the Florida Association for Volunteer Action in the Caribbean and the Americas: "Florida's Plan for Continuing Assistance to Haiti."	October 27, 2006
Greater Miami Convention & Visitors Bureau	Attended 2006 Annual Meeting.	October 30, 2006
Florida International University	Executive Director, Tony Ojeda, participated as panelist for the International Studies International Careers (ISIC) 2006 Seminar.	November 7- 8, 2006
China Latin America Trade Center	Welcomed delegation from Qingdao, China.	November 17, 2006
County Manager's Office	Provided staff support for Board of County Commissioners Installation ceremony.	November 21, 2006
Florida Governor's Office and Florida Free Trade Area of the Americas (FTAA)	Executive Director, Tony Ojeda, attended the Official Launch Event of the Commission for Hemispheric Coordination of Ethanol.	December 18, 2006
Association of American Chambers of Commerce in Latin America and the US Chamber of Commerce.	Attended annual "Outlook on the Americas" luncheon.	February 8, 2007
Center for Hemispheric Policy-University of Miami	Attended Seminar entitled Brazil: Political, Economic and Foreign Policy Update.	February 13, 2007
Greater Miami Chamber of Commerce	Attended the Global Business Initiatives Committee presentation of the 2007 Americas Linkage Outbound Programme.	February 14, 2007
Office of the Mayor	Provided staff support for the Mayor's State of the County Address held at the Carnival Center for the Performing Arts.	February 20, 2007
Florida Foreign Trade Association Miami-Dade County Dept. Of Bus. Development / ITC	Attended luncheon in honor of Incoming Trade Mission from Honduras, headed by Allan Daniel Ramos, Mayor of Puerto Cortes. J. David Peña, Esq., ITC Board Member and Chair of the Western Hemisphere Trade Initiatives Ad Hoc Committee presented the Key to the County to Mayor Cortes.	February 26, 2007
Consulate General of Colombia	Attended reception for the Consular Corps.	February 27, 2007



## Participation and Support

Organization	Activity	Date
Center for Hemispheric Policy-University of Miami	Attended a seminar entitled: Dynamics of Power in Latin America.	February 27, 2007
Venezuelan American Chamber of Commerce	Attended reception for Expo Venezuela 2007.	March 2, 2007
Venezuelan American Chamber of Commerce	Attended Luncheon on the challenges and opportunities for the Venezuelan private sector in engaging in trade with the United States.	March 14, 2007
China Latin America Trade Center	Received Consul General of China in Houston in Miami and exchanged protocol gifts; and attended reception in his honor.	March 14, 2007
Association of BI-National Chambers of Commerce (ABICC)	Attended ABICC Award for Leadership in Global Trade Gala - 10th Anniversary Gala Dinner.	March 15, 2007
Americas Society-Council of the Americas	Attended 3rd Annual Latin American Conference: Strategic Cooperation in a New Era.	March 16, 2007
Center for Hemispheric Policy-University of Miami	Attended seminar entitled: Mexico: Political, Economic and Foreign Policy Update.	March 23, 2007
World City	Central America: Land of Opportunities. A look at how the forces of regional integration are changing the business landscape across the Central America Isthmus.	March 28, 2007
Overseas Private Investment Corporation (OPIC)	Attended "Expanding Horizons" a Workshop on Overseas Investing for Minority and Women-Owned Businesses.	March 30, 2007
European Chamber of Commerce	Attended European Business Cocktail.	March 30, 2007
Enterprise Florida and the Broward Alliance	Attended European Business Briefing.	April 17, 2007
ITC	Participated in Washington, D.C. Fly-In.	April 12 - 13, 2007
Sister Cities	Explored broadening Sister Cities Relationships with Panama.	April 19, 2007



A delegation from the People's Republic of China visits the ITC headquarters.

## Participation and Support

Organization	Activity	Date
Center for Hemispheric Policy - University of Miami	Workshop on Central America Political, Economic and Foreign Policy Update	April 9 - 10, 2007
Bethel House Museum	Museum's Annual Event	April 22, 2007
Miami Dade College School Of Business Administration and ITC	Exploratory meeting: Bahamas Connection	April 23, 2007
Nicaraguan-American Chamber Of Commerce	Business Networking Reception	April 25, 2007
WorldCity Magazine	Seminar: Latin America's New Competitive Edge: Ethanol	April 25, 2007
Greater Miami Chamber Of Commerce Caribbean Central American Action (CCAA)	Board of Governors and Trustees Luncheon	April 4, 2007
INTRADE	Presentation of ITC Trade Mission Workshop	May 8, 2007
Port of Miami	Workshop on the Proposed Port Tunnel	May 10, 2007
Miami Dade College Of Business	Minority Export Training Program - Trade Mission Seminar	May 16, 2007
MCIV	Monthly Board Meeting	May 23, 2007
Center for Hemispheric Policy	Argentina's Economic Outlook	May 24, 2007
District Export Council	Export University: Focus On Latin America	May 25, 2007
Miami-Dade Commissioner Pepe Diaz	Airport Protocol Security Issues	May 30, 2007
CAMACOL	Hemispheric Congress Of Chambers of Commerce	May 30 - June 3, 2007
Council of the Americas	Brazil Roundtable Discussion	June 1, 2007
Greater Miami Chamber Of Commerce	Goals Conference of 2007	June 2, 2007
Haitian Heritage Cultural Month	International Trade Seminar	May 25, 2007
U.S. Commercial Service	Opportunities in African Markets	June 8, 2007
FFTA - Florida Foreign Trade Association	Trade-USA Incoming Trade Mission from the Caribbean	June 25, 2007
Free Trade Area of the Americas	Board Meeting	June 26, 2007
ITC	ITC-Small Business Administration Workshop	June 26, 2007
Foundation for Democracy in Africa	2nd US-Africa Air Transportation Summit	June 6 - 8, 2007
Florida International University	Peru Independence Day	July 26, 2007

## Participation and Support

Organization	Activity	Date
Colombian Chamber of Commerce of Florida	Colombia-USA Free Trade Agreement Book presentation	July 12, 2007
Organization of Women In Trade	16th Annual Conference Organizing meeting	July 17, 2007
Beacon Council	Business Opportunities with Japan Conference	July 19, 2007
Sister Cities International	Sister Cities National Conference	July 19, 2007
USDA - Foreign Agricultural	US-Caribbean Food Service	July 26, 2007
Service / Miami Dade College Minority Export Training Program	Trade Mission Training Seminar	July 26, 2007
MEDWeek	2007 MEDWeek Organizing Committee	August 1, 2007
El Nuevo Herald	Media briefing with editorial board	August 14, 2007
Florida District Export Council	FDCE Meeting	August 15, 2007
Peru's Trade Office	Hosting 20 students from the University of El Pacifico	August 15, 2007
Sister Cities	Unveiling of Porter for the Annual Art Exhibit	August 15, 2007
Miami Center of International Visitors	MCIV Board meeting	August 22, 2007
Sandler Travis Rosenberg	Global Business Seminar	August 22, 2007
Nova Southeastern University	India: The Other Mega Market	September 13, 2007
Sister Cities	Opening Night - 5th Annual Art Exhibit	September 15, 2007
Sister Cities	Value of Art Seminar	September 19, 2007
Guatemalan Trade Office	Guatemala Trading Opportunities	September 20, 2007
Hispanic Affairs Advisory Board	Hispanic Role Model & Future Leader of the Year	September 21, 2007
Miami-Dade County Consumer Services Dept.	2007 Pillars Award Banquet	September 21, 2007
WorldCity	Connections - Booming Panama	September 26, 2007
MCIV	MCIV Board Meeting	September 26, 2007
Beacon Council	South Florida Dev. Mission to Canada	September 23 - 28, 2007



## Official Visits and Protocol Services

Organization	Activity	Date
Federal Republic of Nigeria	Greeted Hon. Prof. Babalola Borishade, Minister of Aviation, Federal Republic of Nigeria.	October 16 - 20, 2006
South African Embassy, Washington, D.C., and South African Business Club	Hosted H.E. Barbara Masekela, South African Ambassador to the U.S. Commissioner Rolle presented County Key.	November 2 - 3, 2006
China Latin American Trade Center	Attended seminar for visiting Deputy Director General of the Guangxi Investment Promotion Agency, Mr. Ma Xiao Kai.	November 21, 2006
The Gambian Tourism Authority	Hosted Honorable Angela Colley, Secretary of State for Tourism and Culture and delegation.	December 7 - 12, 2006
China Latin America Trade Center	Received, and attended reception for Cheng Siwei, Vice Chairman of the 10th National People's Congress Standing Committee, and attended reception in his honor.	January 3 - 4, 2007
Global Strategic Partnerships and the Government of El Salvador	Presented Key to the County to the Honorable Ruben Rochi during a reception in his honor.	February 7, 2007
Canadian Consulate General in Miami	Reception and Dinner Honoring Michael Wilson, Canadian Ambassador to U.S. Key to the County was presented to the Ambassador.	February 8, 2007
City of San Jose, Costa Rica	Arranged Airport Protocol for the Mayor of San Jose, Costa Rica, which is one of our Sister Cities.	February 22 - 25, 2007
The Humpty Dumpty Institute, NY City and the United Nations	Received and briefed high level delegation of six Ambassadors to the United Nations.	March 6, 2007
Consulate General of The People's Republic of China in Houston	Received the Honorable Hua Jinzhou, Consul Gen. of The People's of China Houston Consulate.	March 14, 2007
Bahamas Consulate	Bahamas Networking Dinner.	April 4, 2007
ITC / Sister Cities	Greeted Haitian officials and Diplomats.	April 17, 2007
ITC	Reception Consul General of El Salvador, Mr. Luis Montes Brito.	April 18, 2007
ITC / Brazilian Trade Office	Received a delegation of Young Entrepreneurs from Fortaleza.	May 4, 2007
Port of Miami / Consulate General of The Gambia	Port of Miami / Gambia Port Sister Port Authority Sister Port Agreement.	May 7, 2007
Women in International Trade and US-Mexican Chamber of Commerce	Presentation by the Hon. Jorge Lomonaco, Consul General of Mexico in Miami.	May 9, 2007
ITC	Greeted Congressman Lin Zhaoushu, People's Republic of China.	May 14, 2007
ITC / Pakistani-American Chamber of Commerce	Visit of Pakistani Ambassador to the U.S.	May 21, 2007
British Consulate	Reception Celebrating the Queen's 81st birthday.	May 30, 2007
ITC Chair Natacha Seljas	Greet Barcelona Business Delegation.	May 30, 2007

## Official Visits and Protocol Services

Organization	Activity	Date
ITC / Miami Council For International Visitors	U.S. Department of State Visitors Leadership Program for a Turkmenistan delegation.	May 30, 2007
Italian Consulate	Participated in Italian National Day Reception.	May 31, 2007
Consulate General of Canada	Farewell reception for the Deputy Consul General.	June 21, 2007
ITC	Receiving of officials from the Prefecture of Okinawa, Japan.	July 23, 2007
ITC-Sister Cities	Receiving delegation led by the Governor of Taipei County, Taiwan, to strengthen our Sister Cities affiliation.	July 31, 2007
ITC / Miami-Dade County	Receiving and organizing meeting for Fernando Araujo, Colombian Foreign Ministers, with Port of Miami Director Bill Johnson and Jose Abreu, Director of Miami International Airport.	August 6, 2007
ITC	Receiving and hosting Ashok Adiceam, Cultural Attache to the French Embassy, regarding a possible Sister City relationship Between Miami-Dade County and Provence, France.	August 7, 2007
Japanese Consulate General	Condolence Book Signing event for Former Japanese Primer Minister Kiichi Miyazawa.	August 28, 2007
ITC - Sister Cities	Courtesy visit of Ricardo Melchior President of the Cabildo de Tenerife.	September 25, 2007



ITC Chair, Commissioner Natacha Seljas, hosted a delegation from Okinawa, Japan on a fact-finding tour of U.S. cities that have received transfer of former U.S. military bases.



ITC welcomes a delegation from The Gambia to Miami-Dade County. Desmond Alufahal, left, represented ITC.

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## **Organizational Structure**

# JAY MALINA INTERNATIONAL TRADE CONSORTIUM BOARD OF DIRECTORS

**November 2006 - November 2007**

**Hon. Natacha Seljas**  
*County Commissioner*  
*ITC Chair*

**Janá Sigars-Malina**  
*Vice-Chair*

William Alexander	Wifredo (Willy) Gort	J. David Peña
William Anderson	Alfredo Hidalgo-Gato	Juvenal A. Piña
Bernadine Bush	Marlon Hill	Sandrell Rivers
Carlos Castellon	Hon. Carmenza Jaramillo	Denis Rod
Jose Luis Castillo	de Maincourt	Miguel Southwell
Luis Cuervo	Jill Klaskin-Press	Roberto A. Torricella
Jacqueline Del Cristo	Juan Kuryla	Sonny Wright
Ramon (Ray) Flores	German Leiva	Dwayne A. Wynn
Ralph Gazitua	Walter A. Loy	Rick Zelman
Alex L. Gonzalez	Fernando Melo	
	Albert Osos	

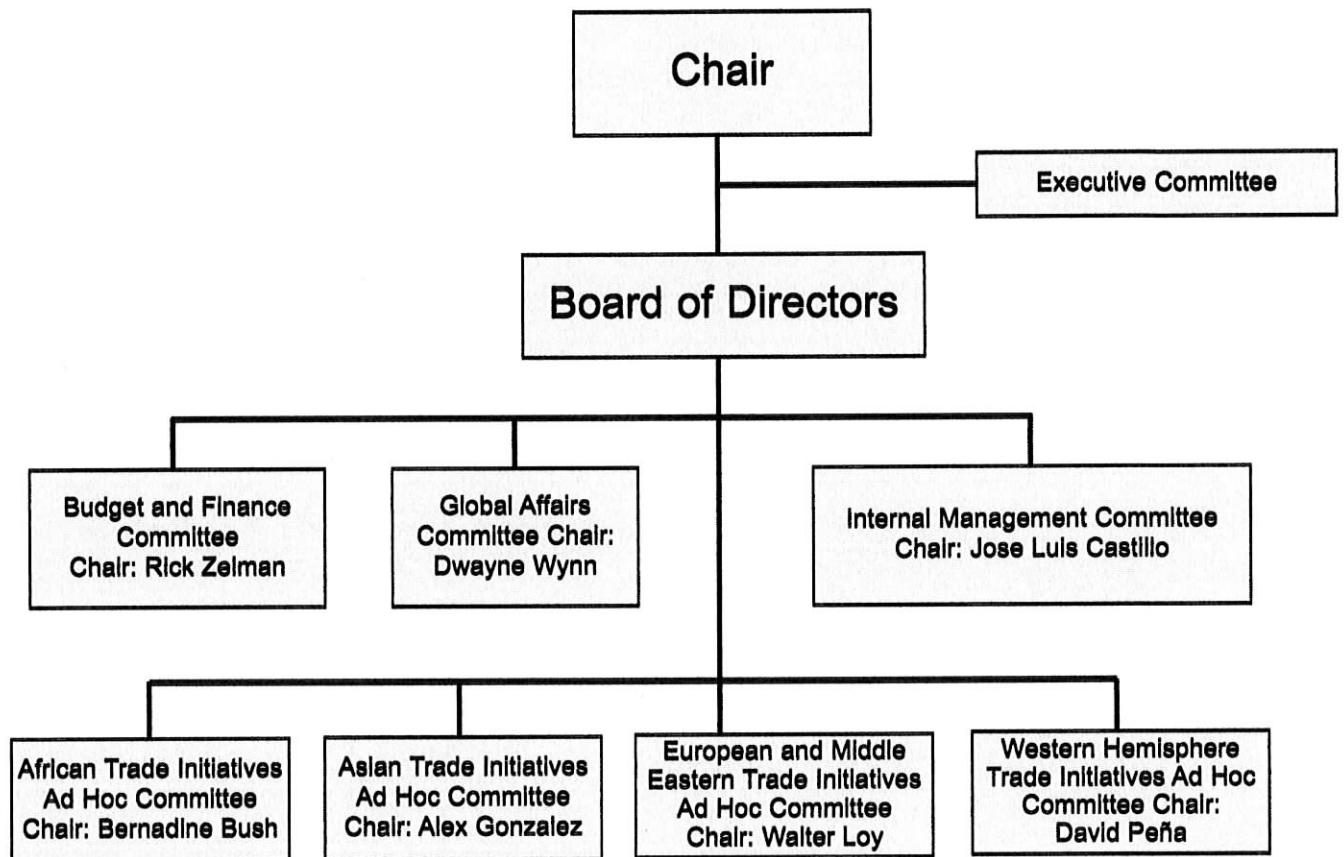
**J.A. Ojeda, Jr., Executive Director**

**Eric Rodriguez, Assistant County Attorney**

**Cynthia W. Curry, Senior Assistant to County Manager, Ex Officio**



## STRUCTURE OF THE ITC BOARD



## SISTER CITIES COORDINATING COUNCIL

The Sister Cities Coordinating Council serves as the advisory board to the Mayor and the Board of County Commissioners in matters related to international affairs. It also fosters international cultural understanding, promotes citizen diplomacy, establishes official relationships with designated cities abroad, and serves as the County's official liaison to the approximately seventy accredited members of the Miami-Dade County Consular Corps. Currently the Miami-Dade Sister Cities Program has official ties to twenty three cities around the world (see below). The powers and responsibilities of the Sister Cities Program are defined by a series of resolutions enacted by the County Commission over the years.

The Mayor appoints the Chair of the Council as well as those members of the Council representing Miami-Dade County to our designated Sister Cities communities. The Board of County Commissioners and the Sister Cities Coordinating Council each appoint five at large members to the Council. There are a number of ad hoc committees approved by the Chair for specific project activities that are annually approved by the Council.

### Miami-Dade County's Sister Cities

**Asti, Italy**

**Asuncion, Paraguay**

**Commonwealth of the  
Bahamas**

**Cayman Islands, B.W.I.**

**Iquique, Chile**

**Kingston, Jamaica**

**Lamentin, Guadeloupe**

**Maldonado, Uruguay**

**Mendoza, Argentina**

**Monagas, Venezuela**

**Pereira, Colombia**

**Petit Guave, Haiti**

**Pucallpa, Peru**

**St. Kitts & Nevis Island**

**San Jose, Costa Rica**

**Santa Cruz, Bolivia**

**Santo Domingo,  
Dominican Republic**

**São Paulo, Brazil**

**Stockholm, Sweden**

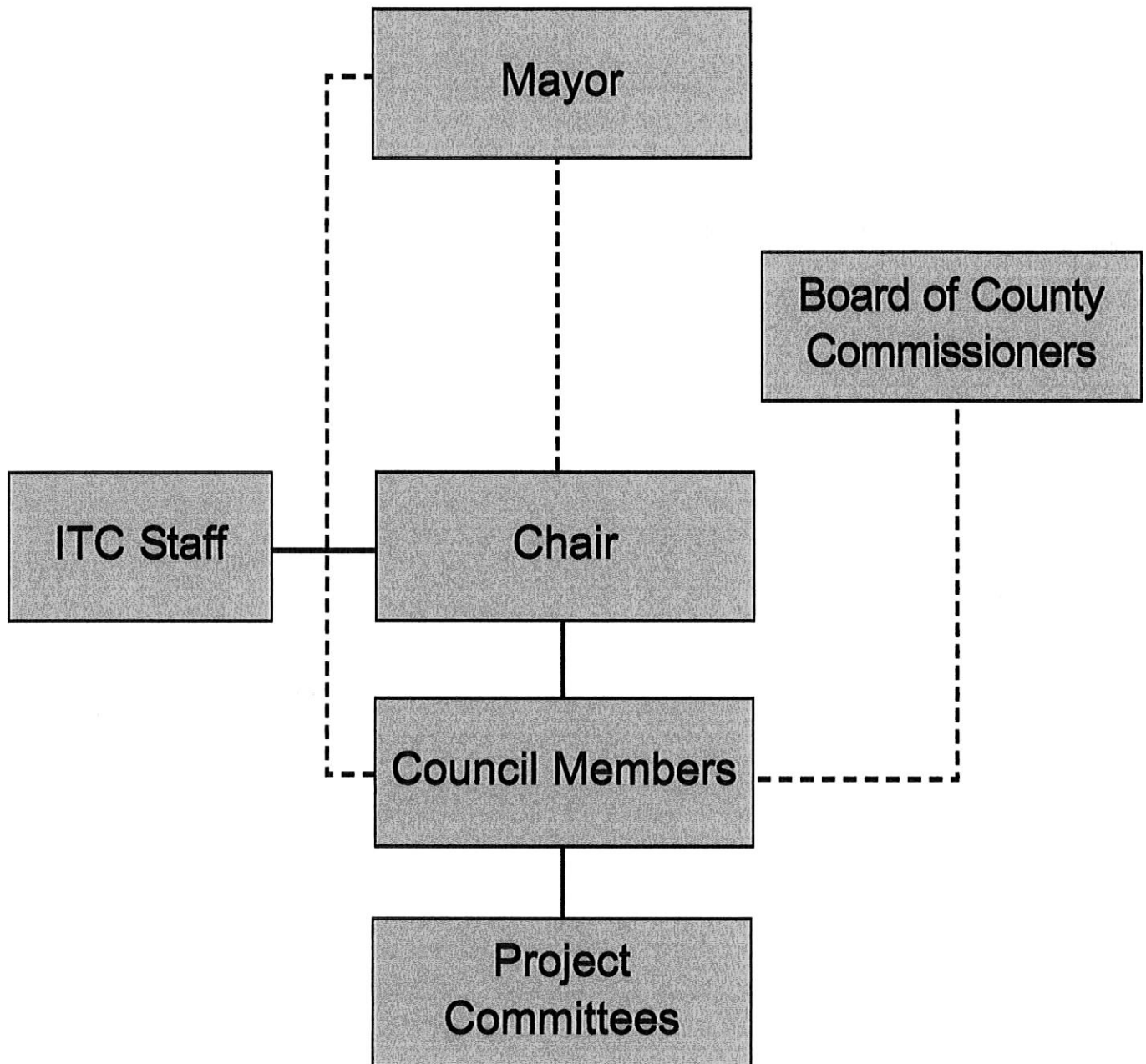
**Tenerife, Canary Islands, Spain**

**Taipei, Taiwan**

**Turks & Caicos Islands**

**Veracruz, Mexico**

## STRUCTURE OF THE SISTER CITIES COORDINATING COUNCIL



**JAY MALINA INTERNATIONAL TRADE CONSORTIUM  
SISTER CITIES COORDINATING COUNCIL**

November 2006 - November 2007

**Walter Loy**  
*Chair*

**Shelley Smith-Fano**  
*Vice-Chair*  
*Asuncion, Paraguay*

**Hugo Castro**  
*Maldonado, Uruguay*

**Carolina Sivoli**  
*Monagas, Venezuela*

**Charles Gibson**  
*Commonwealth of the Bahamas*

**Eva Swift**  
*Stockholm, Sweden*

**Roddy E. Gomez**  
*Santo Domingo, Dominican Republic*

**Emma Tibaldeo**  
*Asti, Italy*

**Laurice Hunter-Scott**  
*Kingston, Jamaica*

**Ricardo Tribin**  
*Pereira, Colombia*

**Luis Lopez**  
*Sao Paulo, Brazil*

**Silvia Unzueta**  
*Tenerife, Canary Islands, Spain*

**Allan Rosenbaum**  
*Iquique, Chile*

**At Large Members**

**Juan Carlos Alexander**  
**Judge Margarita Esquiroz**  
**Malou Harrison**  
**Corinna J. Moebius**

**Honorary Members**

**Lynden James**  
**Dr. Billy K. Yeh**



## JAY MALINA INTERNATIONAL TRADE CONSORTIUM STAFF

**J.A. Ojeda, Jr.**  
*Executive Director*

**Dimitrios "Jimmy" Nares**, *Assistant Director*

**Ricardo Bran**, *Assistant to the Executive Director*

**Desmond Alufohal**, *Senior Trade Development Specialist*

**Maria Dreyfus-Ulvert**, *Trade Developer*

**Jeanie Lisenby**, *Assistant Trade Developer*

**Adam Peters**, *Senior Sister Cities Coordinator*

**Mayda Rescendi**, *Sister Cities Program Assistant*

**Roberto Fabricio**, *Communications and Media Manager*

**Vacant**, *Marketing Manager*

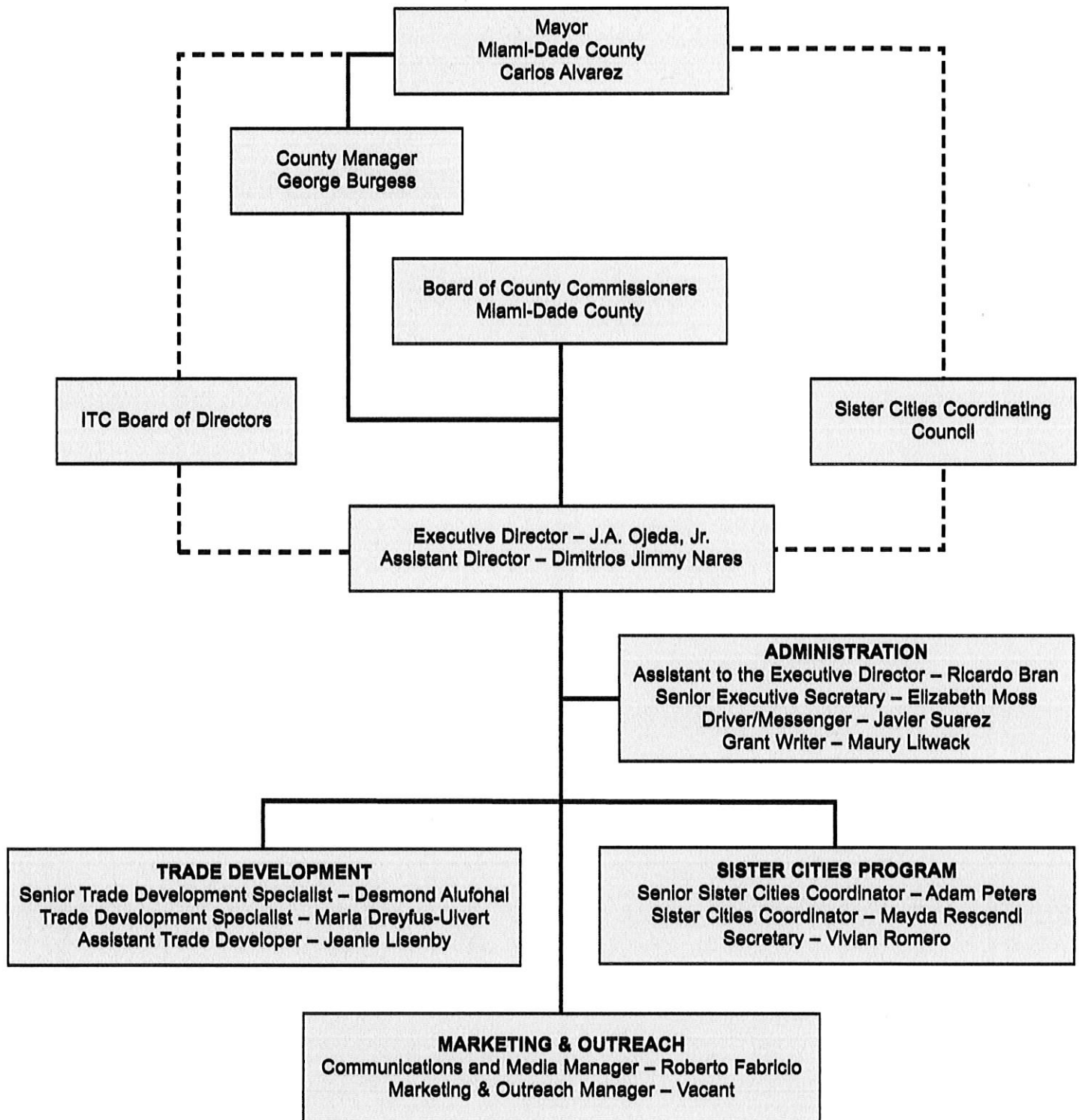
**Maury Litwack**, *Grants Writer*

**Elizabeth Moss**, *Senior Executive Secretary*

**Vivian Romero**, *Executive Secretary*

**Javier Suarez**, *Driver/Messenger*

## ITC's TABLE OF ORGANIZATION





## Appendix

## POWERS AND DUTIES OF THE JAY MALINA INTERNATIONAL TRADE CONSORTIUM

The ITC Board of Directors exercises the following powers: (Ordinance 02-225 as amended)

- (a) "Represent Miami-Dade County's international trade interests and be an advocate for the international trade community at the local, state and federal level.
- (b) Organize Incoming and Outgoing Trade Missions, and promote two way trade between Miami-Dade County and other parts of the world.
- (c) Increase the coordination and proliferation of e-commerce and promote Miami-Dade County as the ecommerce Center of the Americas.
- (d) Establish and maintain a well-defined database of County businesses in international trade to determine product markets and businesses for use in matchmaking, mission recruiting, and referrals. Provide trade information to all sectors of Miami-Dade County as well as state, national, and international governments.
- (e) Develop a strategic action plan to help define Miami-Dade County's top markets and products; and conduct other studies as needed to support ITC international trade activities.
- (f) Employ, engage, and compensate personnel to carryout the responsibilities of the ITC and to budget, administer, and implement all funds both public and private received by the ITC.
- (g) Accept, receive, and expend public, and private monies, gifts, fees, revenues and donations in addition to County funds.
- (h) Seek BCC approval of contracts, with agencies, corporations, persons or other entities.
- (i) Engage in activities that increase Miami International Airport's airline competition, and air service development.
- (j) Develop and expand trade through the County's Seaport.
- (k) Promote Miami-Dade County as the Gateway to the Americas and beyond.
- (l) Develop and expand trade and commerce with markets in Latin America, Europe, Africa, and Asia.
- (m) Perform any other such functions reasonably related to the execution of the ITC functions and responsibilities.
- (n) The ITC shall be empowered to expend administrative and programmatic resources to achieve its mission.
- (o) The ITC shall identify and develop a variety of alternative funding sources and shall seek and apply for state, federal and private grants.



- (p) The ITC, as an agent and instrumentality of Miami-Dade County, shall be authorized to act for Miami-Dade County in the performance and enforcement of all ITC contracts approved by the BCC.
- (q) The ITC's budget request shall be prepared and submitted in the same manner as the budget for a County department and will be considered as part of the Miami-Dade County budget process. The ITC's budget requests shall be prepared in a format prescribed by the County Manager.
- (r) The ITC shall also administer the Miami-Dade County Sister Cities Program under its existing County resolutions, bylaws, governing structure, assets, and programs.
- (s) The ITC shall coordinate services with the Consular Corps of Miami and shall serve as a proactive liaison between the consular community and Miami-Dade County.
- (t) The ITC shall develop a one-stop information and resource center for international trade.



**Carlos Alvarez**  
*Mayor*

**Board of County Commissioners**

**Bruno A. Barreiro, Chairman**

**Barbara J. Jordan, Vice-Chairwoman**

**Barbara J. Jordan**

*District 1*

**Dorrian D. Rolle**

*District 2*

**Audrey M. Edmonson**

*District 3*

**Sally A. Heyman**

*District 4*

**Bruno A. Barreiro**

*District 5*

**Rebeca Sosa**

*District 6*

**Carlos A. Gimenez**

*District 7*

**Katy Sorenson**

*District 8*

**Dennis C. Moss**

*District 9*

**Sen. Javier D. Souto**

*District 10*

**Joe A. Martinez**

*District 11*

**José "Pepé" Diaz**

*District 12*

**Natacha Seljas**

*District 13*

**Harvey Ruvlin**

*Clerk of Courts*

**George M. Burgess**

*County Manager*

**Robert A. Cuevas, Jr.**

*County Attorney*

Miami-Dade County provides equal access and equal opportunity  
in employment and services and does not discriminate on the basis of disability.

